



City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMISSION MEMORANDUM

TO: Mayor Philip Levine and Members of the City Commission

FROM: Jimmy L. Morales, City Manager

DATE: September 25, 2017

SUBJECT: **A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING THE FINAL BUDGETS FOR THE GENERAL, G.O. DEBT SERVICE, RDA AD VALOREM TAXES, ENTERPRISE, INTERNAL SERVICE, AND SPECIAL REVENUE FUNDS FOR FISCAL YEAR 2017/18.**

ADMINISTRATION RECOMMENDATION

The Administration recommends that the City Commission adopt the attached Resolution which establishes final budgets for the General, G.O. Debt Service, RDA Ad Valorem Taxes, Enterprise, Internal Service, and Special Revenue Funds for Fiscal Year (FY) 2017/18.

PROCEDURE

As outlined in the companion General Operating Millage Agenda Item, Section 200.065, Florida Statutes specifies the manner in which budgets are adopted. First, the final millage rate for both the general operating and debt service is adopted, then immediately thereafter, final budgets by fund are adopted. The attached Resolution adopting final budgets for the General, G.O. Debt Service, RDA Ad Valorem Taxes, Enterprise, Internal Service, and Special Revenue Funds for FY 2017/18 is therefore presented to you at this time for adoption.

Additional details are contained in my Budget Message included in the FY 2017/18 Proposed Budget document; however, highlights of that document are outlined below.

GENERAL FUND CURRENT SERVICE LEVEL BUDGET DEVELOPMENT

As in past years, the Proposed Work Plan and Budget was developed through an intensive review process with our City Commission. Preliminary budget information was provided at the Commission Retreat on June 22nd and in meetings with the Finance and Citywide Projects Committee (FCWPC) on June 16th, July 10th, and July 21st.

The General Fund is the primary source of funding for the majority of City services. Revenues are derived from ad valorem property taxes, franchise and utility taxes, business license and permit fees, revenue sharing from various statewide taxes, user fees for services, fines, rents and concession fees and interest income. Additionally, intergovernmental revenues from Miami-Dade County and Resort Taxes contribute funding for tourist-related activities provided by General Fund departments.

The first step in preparing the FY 2017/18 budget was an evaluation of Current Service Level (CSL) revenues and expenditures. CSL revenues represent the amount of revenues that would be generated based on existing tax rate, fees and charges. CSL expenditures represent the expenditures associated with providing the same level of service next year as in the current budget year.

At the June 16, 2017 FCWPC meeting, the Committee directed staff to transfer the 0.0132 mill reduction from the debt service millage rate to the operating millage rate, resulting in a zero mill increase in the overall combined millage rate.

Property tax revenues comprise 53% of the total General Fund revenue and are a key driver of CSL revenues. The Property Appraiser provided the preliminary 2017 property values on June 1, 2017. At the Budget Retreat on June 22, 2017, the Commission was briefed regarding the preliminary General Fund Current Service Level (CSL) budget.

The Commission was briefed regarding the updated CSL budget at the July 10, 2017 Finance & Citywide Projects Committee. The preliminary 2017 property values increased 7.78%, which resulted in an increase of \$14.7 million in General Fund property tax revenues.

CSL revenues were estimated to increase \$15.5 million due to a \$14.7 million increase in property tax revenues (assuming an operating millage rate increase of 0.0132 to offset the debt service millage rate reduction of 0.0132), and a \$0.772 million increase in non-property tax revenues.

CSL expenditures were estimated to increase \$11.9 million due to the following personnel expenditures, the majority of which are contractually required:

- 2 percent merit pay for all groups except Police and Fire : \$2.2 million
- 5 percent Step for Police and Fire: \$2.9 million
- 3 percent Cost of Living Adjustment effective, July 2018: \$1 million
- Increase in Citywide Health and Life Insurance: \$2.56 million
- Increase in Annual Required Contribution for Fire & Police Pension: \$1.9 million
- Increase in Annual Required Contribution for Non-Police & Fire Pension: \$2.2 million

In addition, the CSL budget includes:

- Increase in Debt Service payments: \$700,000
- \$3 million decrease in funds set aside for pension mortality impact
- Increase in operating expenditures: \$875,000, which includes \$343,000 in expenditures related to the insourcing of the North Shore Tennis Center; \$133,000 related to the increased cost of shelter beds for the homeless; and \$110,000 for the maintenance and repair of City sidewalks and light poles.

The preliminary CSL based on July 1st property values had a revenue increase of \$15.5 million and an expenditure increase of \$11.9 million for a net projected surplus of \$3.6 million.

The Committee directed that the following Education Initiatives totaling \$324,000 continue to be included in the CSL budget:

- Anti-Defamation League - \$4,000
- Common Threads - \$19,000
- FIU Dual Enrollment - \$62,000
- Miami Dade County Dual Enrollment - \$28,000
- Nurse Enhancement Initiative - \$16,000
- Nurse Initiative- Behavioral Health - \$54,000
- VPK Year 3 - \$141,000

The \$324,000 in additions above resulted in an updated net projected surplus of \$3.26 million.

APPROACHES TO BALANCE

At the July 21, 2017 FCWPC meeting, direction was given regarding the FY 2017/18 proposed revenues, millage rate, enhancements and reductions for the Operating Budget, and changes to the Capital Budget.

Revenues

In an effort to move toward reducing the General Fund's reliance on the Parking subsidy, the Committee recommended reducing the Parking transfer into the General Fund by \$2 million, for a FY 2017/18 transfer to the General Fund of \$4.4 million.

In order to offset the estimated increased administrative fees transfer from the Resort Tax Fund to the General Fund, the Committee also recommended reducing the Resort Tax contribution to the General Fund by \$2,865,000. The actual calculated administrative fee increase was less, and as a result, the FY 2017/18 budget reflects this adjustment.

Subsequent to the July 21, 2017 FCWPC meeting, the projected FY 2017/18 revenues were further refined, using more current FY 2016/17 revenue data. This resulted in a \$2,734,000 increase in projected FY 2017/18 revenues, primarily due to a \$1,314,000 million increase in projected building permit revenues, and a \$1,750,000 increase in calculated administrative fees to the General Fund from Enterprise and Special Revenue Funds (the preliminary estimate presented at the July 21, 2017 FCWPC meeting was \$1,457,000).

Expenditures

At the July 21, 2017 FCWPC meeting, the Committee accepted the recommended reductions presented by the Administration, which total \$2,236,000 in savings. It also accepted the \$486,000 in recommended enhancements presented by the Administration.

In addition to the recommended line items above, the Committee recommended the following service enhancements listed below to be added to the FY 2017/18 budget:

- Add \$68,000 for a Legal Secretary position in the City Attorney's Office to support the City Prosecutor position being recommended
- Add \$72,000 for two part-time Park Ranger positions in North Shore Park and Youth Center
- Add \$100,000 for the Miami Design Preservation League Art Deco Weekend
- Add \$250,000 for the University of Miami Wellness/PrEP Clinic on Miami Beach
- Add funding to support Community Outreach related to the proposed 2018 General Obligation Bond program

The Committee concluded with a recommendation that \$1,355,000 in surplus dollars be set aside toward the potential revenue reduction related to the 2018 General Election vote to expand Homestead Exemptions. This amount has been included in the FY 2017/18 CSL.

At the July 26, 2017 Commission Meeting, the Commission directed that the following adjustments be made to the FY 2017/18 budget:

- Adjust the Education Compact Fund's budget to reflect 9 months of pro-rated revenues from parking garage advertising contract, and transferring \$195,000 in expenditures from the General Fund to the Education Compact Fund (included in CSL budget)
- Add \$200,000 to subsidize a 40% discount to City employees for a healthy alternative lunch option; this item was added to the proposed enhancement list.

Based on recent needs identified over the summer, the following items are additional staff-recommended increases to the FY 2017/18 CSL budget:

- Add \$779,000 to the General Fund budget for health insurance expenditures to provide a conservative estimate of potential premiums and claims, considering the changes to the City's plans being newly implemented in FY 2017/18.
- Subsequent to the July 21, 2017 FCWPC meeting, the projected FY 2017/18 expenditures were further refined, primarily to finalize the FY 2017/18 internal service allocations. These refinements resulted in an overall decrease in the budget by \$603,000.
- Add \$125,000 for miscellaneous changes including such as reducing the previously proposed security guard service reduction to match the revised level of service and the conversion of a Police Officer position to a Lieutenant position

Based on recent needs identified over the summer, the following items are additional staff-recommended FY 2017/18 enhancements:

- Additional funding for Beach Maintenance: \$129,000 for enhanced maintenance for boardwalks and sand dunes; and \$201,000 for a second unit to address maintenance associated with planned installations of sand interceptors at beach showers
- Increase of \$309,000 (\$140,000 one-time) to a new total of \$609,000 for enhanced holiday decorations throughout the City's tourism areas (Resort Tax Fund)
- Add \$12,000 for a part-time Media Assistant position in the Communication department in order to televise Special Master Hearings

	\$
Preliminary CSL Surplus (based on July 21 FCWPC Meeting	3,264,000
Revenue Adjustments	
Reduction in Parking Subsidy to the General Fund	(2,000,000)
Reduction in Resort Tax Transfer to the General Fund	(2,733,000)
Adjusted FY 2017/18 Revenue Projections	2,734,000
Expenditure Adjustments	
Recommended CSL Increases	(1,462,000)
Recommended Enhancements	(1,718,000)
Recommended Reductions	2,236,000
Increase in Reserve Set Aside	(321,000)
Unallocated Surplus	0

The updated combined FY 2017/18 proposed General Fund budget of \$330,455,000 includes \$330,973,000 in CSL expenditures (a 4.3% increase), offset by proposed reductions totaling \$2,236,000 and proposed enhancements totaling \$1,718,000. The FY 2017/18 revenues are based on the certified July 1st property values and projected increases in non-ad valorem revenues, totaling \$330,776,000, for a net surplus of approximately \$321,000. Based on the FCWPC's recommendation that surplus funds be set aside toward the potential revenue reduction related to the 2018 General Election vote to expand Homestead Exemptions, this amount has been included in the to the General Fund Reserves, which brings the total reserve set aside to \$1,676,000.

General Fund FY 2017/18 Budget	
	\$
Property Tax Revenues	175,544,000
Non-Property Tax Revenues	155,232,000
Total Revenues	330,776,000
General Fund Operating Budget	330,776,000
Surplus / Gap	0

Reductions

City departments continue to be proactive in identifying additional reductions to their current service level programs and services. As with the preparation of budgets for the last eight years, departments are continuing to analyze their budget from two perspectives: 1) reviewing for potential efficiencies, reorganizations to reduce cost, etc., without adversely impacting services; and 2) performing a modified zero-based analysis

of each department budget, identifying potential service reduction alternatives versus core functions. As part of the FY 2017/18 budget process, departments submitted lists of potential reductions totaling 5 percent of their FY 2016/17 budgets. The lists were reviewed extensively by the City Manager, Executive Team, Department Directors, and the Budget Office. Across all funds a total of \$3,037,000 of reductions are recommended by staff. Of this amount, \$2,236,000 impacts the General Fund. The recommended reductions include 13 full-time positions and 1 part-time position. A detailed list of the proposed reductions can be found in Attachment A.

Service Enhancements

The proposed enhancements found in Attachment B reflect services that our residents and businesses identified as important to them during the 2016 Community Satisfaction Survey or priorities identified at the three Budget Work Shops and City Commission retreat.

Highlights of the \$2.8 million of enhancements funded across all funds to address community priorities include:

- Enhance the proper prosecution of criminal City Ordinance violations adding a City Prosecutor and associated Legal Secretary in the City Attorney's Office (\$140,000)
- Increase transparency through the addition of a part-time Media Assistant to televise Special Master Hearings in the Communications Department (\$12,000)
- Enhance the effectiveness of citywide pump station maintenance through additional training for Public Works-Water & Sewer personnel (\$27,000)
- Increase the level of security and lessen any potential acts of vandalism in and around the Normandy Shores neighborhood and golf course by the addition of a security guard rover split funded with the Normandy Shores District (\$27,000)
- Enhance holiday lighting throughout the tourist areas by \$309,000 (of which \$140,000 is one-time) for a new total of \$609,000
- Provide \$100,000 contribution for enhanced event festivities during Art Deco weekend. Art Deco weekend pays tribute to the art and culture of Miami Beach's Art Deco Historic District
- Create a film incentive program to attract major productions to the city by providing reimbursements to qualified productions that meet target requirements (\$100,000)
- Enhance the Ocean Drive experience for both visitors and residents by adding \$100,000 for Lummus Park Cultural Activation and Programming as recommended by the Mayor's Ocean Drive Task Force
- Subsidize a 40% discount to City employees (up to \$200,000 annually) for a healthy alternative lunch option, located conveniently next to City Hall at Taste Bakery Café
- Phase-in over three years an increase to the Living Wage paid by certain contractors doing business with the City; FY 2017/18 would increase from \$13.31 to \$14.06 and thereafter 25 cents plus CPI depending on budget constraints

- Enhance public health by reducing HIV infection risk through one-time funding of \$250,000 to support establishment and operational costs of a University of Miami Wellness/PrEP Clinic on Miami Beach
- Develop and implement a community education campaign for the proposed 2018 Bond Program by adding \$200,000 in potential funding to the General Fund Contingency.
- Improve security by adding security guard coverage at various locations including the Building Department's North Beach Office and the RDA Penn and Anchor parking garages (\$154,000)
- Increase parking availability in the City Hall and 17th Street Garages during Art Basel through an Uber Initiative for City Employees (\$50,000)
- Support the second annual Youth Music Festival at the North Beach Bandshell (\$12,000)
- Successfully accommodate the number of participants expected to attend the Seniors International Tennis Tournament at the North Shore Park Tennis Facility from October 29th through November 13th by funding additional/upgraded restrooms and daily porter services (\$24,000)
- Increase public safety at North Shore Park and Youth Center by adding two part-time park rangers to cover peak hours (\$72,000)
- Enhance the Beach Maintenance Division's operational needs for items such as additional boardwalk maintenance, rope and post fencing to protect sand dunes, maintenance and repair of beach maintenance gates, and Mobi-Mats maintenance (\$129,000)
- Address additional beach shower maintenance needs from the installation of additional sand interceptors from 13 to 43 over the next two years by adding a second crew consisting of two positions and specialized equipment (\$201,000)
- Ensure compliance with Florida Statute requiring the City to review its Comprehensive Plan by April 1, 2018 for consistency with amendments to Statutes since adoption of the Plan in 2011 (\$100,000)
- Enhance special events with contributions to help offset expenditures for the Miami Beach Air and Sea Show on Memorial Day weekend (\$350,000) and Seniors International Tennis Federation Tennis Event at the North Shore Park Tennis Facility from October 29th through November 13th (\$100,000)

A detailed list of the recommended enhancements requested by departments in the Proposed Budget can be found in [Attachment B](#).

Increased Use of Resort Taxes to offset Tourism Eligible Expenditures in the General Fund

Based on an outside consultant study conducted in 2016 using actual expenses for FY 2013/14, the study estimated that there are approximately \$55 million in eligible Resort Tax expenditures in the General Fund.

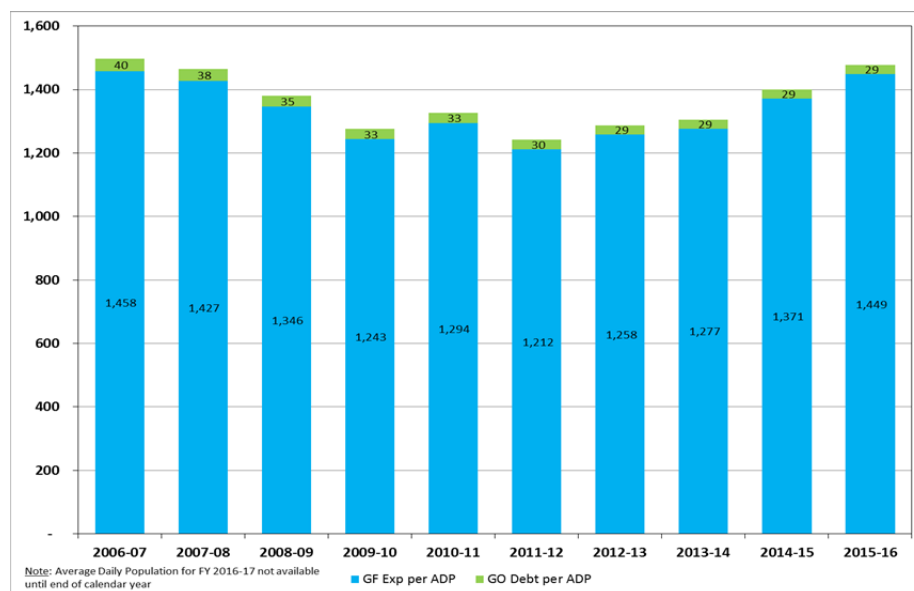
These include expenditures associated with police officers serving entertainment areas; a portion of fire rescue services from Fire Stations 1 & 2; ocean rescue services; enhanced code compliance provided to respond to evening entertainment area violations and staffing of special events; other code compliance activities in tourism and visitor related facilities/areas; Tourism and Culture Department and the Cultural Arts Council; museums and theaters (Garden Center, Bass Museum, and Colony Theater); golf courses (net of revenues); Memorial Day and other special event costs; homeless services; July 4th; Visitor Center funding; holiday lights; Jewish Museum; Miami Design Preservation League (MDPL); Orange Bowl; monuments; etc.

The total proposed Resort Tax Fund transfer to the General Fund for FY 2017/18 is approximately \$34.9 million.

BUDGET AND POSITION TRENDS

The 2017 Environmental Scan conducted as part of the strategic planning process showed that the average daily population in the city has grown 27.2 percent from 2007 to 2016. Much of this increase consists of additional other tourists (77 percent), seasonal residents (53 percent), hotel guests (40 percent) and non-tourist beach visitors (40 percent). Having over 27 percent more people in the city over the last ten years, without an offsetting increase in budget can result in services becoming degraded over time. The chart below shows the General Fund budget and General Obligation Bond Debt Service budget divided by the average daily population from FY 2007 to FY 2016. The chart shows that the average daily population has grown faster than the budget and that the FY 2016 amount is 1.4 percent below the FY 2007 amount.

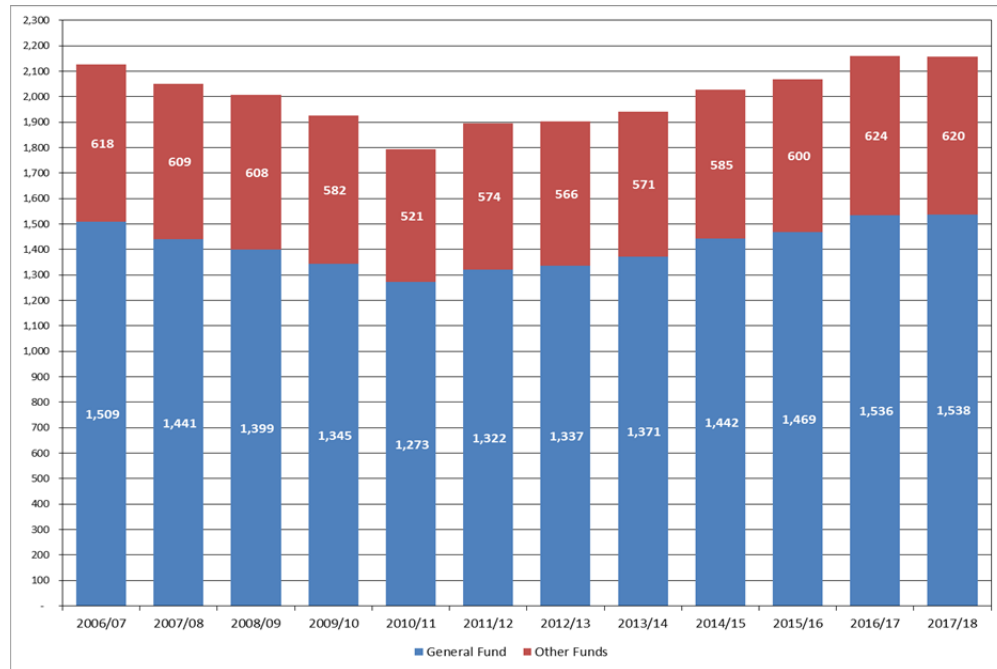
General Fund and G.O. Debt by Average Daily Population FY07 – FY16



Despite the 27 percent growth in average daily population and tourism, the City's position count has remained relatively flat over time as shown in the chart below. The overall position count in FY 2017/18 is 4 positions less than last year and 29 positions or

1.5%, more than in FY 2006/07.

Position Count FY 2006/07 to FY 2017/18



FINAL FY 2017/18 ENTERPRISE FUND BUDGETS

Enterprise Funds are comprised of Sanitation, Water and Sewer, Storm Water, Parking, and Convention Center Departments. The FY 2017/18 Enterprise Funds Budget is \$208.9 million. This represents a decrease of \$465,000, or 0.22%, from the FY 2016/17 budget of \$209.4 million, primarily due to the following:

- Water reflects an overall increase of \$3.9 million, or 11%, primarily due to Miami-Dade County's pass through rate increase from \$1.7341 to \$1.8341 per thousand gallons (5.76 percent), as well as a \$2.6 million increase in debt service expenditures for ongoing infrastructure projects allocated to water utilities improvements.
- Sewer reflects an overall decrease \$4.5 million, or 8%, primarily due to a \$2.9 million decrease in debt service expenditures for ongoing infrastructure projects allocated to sewer improvements and a \$4.8 million decrease for the usage of wastewater services from Miami-Dade County despite a projected increase in rates of 4.95% for FY2017/18. The decrease is primarily attributed to a credit of \$3.5 million due to the City from the County for the FY2016/17 wastewater services true-up and continued efforts to prevent dewatering.
- Parking reflects a \$2.1 million decrease due to the adverse effects of alternative transportation resulting in less demand for parking citywide. This decrease has resulted in a reduction of funding being set-aside for future renewal and

- replacement of capital assets, as well as funding set-aside for future capital projects including garages.
- Storm Water reflects an overall decrease of \$7,000, or 0.02%, despite an increase of \$807,000 for the rental of an additional 16 generators to be deployed across all storm water pump stations citywide. Outstanding storm water debt of \$421,000 and one-time capital expenditures budgeted in FY2016/17 offset the increase for the additional generators.
 - Sanitation reflects an overall increase of \$568,000, or 3%, due to personnel and internal service expenditures, which were partially offset by decreases in operating expenditures for solid waste services, as well as expenditures transferred to other departments.
 - Convention Center reflects an overall increase of \$1.6 million, or 15%, due to an increase of \$753,000 for utilities resulting from ongoing construction, as well as \$1.1 million in contract maintenance for the up-keep of the newly renovated and expanded facility.

FINAL FY 2017/18 INTERNAL SERVICE FUND BUDGETS

Internal Service Funds are comprised of the Central Services, Fleet Management, Information Technology, Risk Management, Medical & Dental and Property Management Divisions. The FY 2017/18 Internal Service Fund budget is \$86.1 million, or 2.5%, more than FY 2016/17. Internal Service costs are completely allocated to the General Fund and Enterprise Fund departments, as well as Special Revenue Funds. The Risk Management Fund, however, reimburses the General Fund for the cost of legal services.

FINAL FY 2017/18 RESORT TAX FUND BUDGET

The FY 2017/18 Resort Tax budget is \$83.3 million, which is a decrease of \$3.5 million or 4 percent from FY 2016/17. This decrease reflects the continued effect of a series of recent stresses that have adversely impacted tourism across the City.

- \$34.9 million (a decrease of \$2.73 million) provided to the General Fund to support continuing tourism eligible expenditures such as Code enforcement, cleanliness, the Park Ranger program, homelessness at Lummus Park, increased support for the Miami Beach Botanical Gardens and the City's cultural facilities, public safety programs such as ocean rescue, police services on Lincoln Road, Ocean Drive/Lummus Park, Collins Avenue, Washington Avenue, ATV officers, Boardwalk security, special traffic enforcement and staffing during high impact periods. Funding also supports code compliance enforcement in the entertainment areas and a portion of the operational costs of the Department of Tourism, Culture and Economic Development.
- \$2.7 million for enhancing City services, inclusive of Goodwill Ambassadors, during High Impact periods such as Memorial Day, July 4th, Spring Break, and Art Basel.

- \$2.7 million contribution to the Miami Beach Visitor and Convention Authority (VCA) based on the legislated funding formula.
- \$200,000 to continue the local Miami Beach marketing campaign, which are matched with funds from the Greater Miami Convention and Visitors Bureau (GMCVB), the Miami Beach Visitor and Convention Authority (VCA), and the Cultural Arts Council (CAC).
- Increase from \$300,000 to \$609,000 for enhanced holiday decorations throughout the City's tourism areas.
- \$450,000 contribution to help offset expenditures for the Miami Beach Air and Sea Show (\$350,000) and International Tennis Federation Tennis Event (\$100,000).
- \$231,000 for professional services to fund the fireworks show in North Beach during the 4th of July event, special events marketing sponsorships, annual audit services, and consulting fees.
- \$1.0 million for year four of a fifteen year annual contribution of \$15 million to Mount Sinai Medical Center to fund the design and construction of a new Emergency Room facility.
- \$6.5 million contribution to the Greater Miami Convention and Visitors Bureau (GMCVB) based on a new performance-based contract executed January 2016.
- \$871,000 (a decrease of \$2.8 million) contribution to Sanitation for services provided throughout the City's entertainment areas.
- \$542,000 to support the initiative to provide better service at beachfront restrooms by adding attendants to the beachfront restrooms in Lummus Park and 21st street on weekends, holidays, and special events.
- \$13.2 million for North, Middle, and South Beach Quality of Life Capital Projects that enhance Miami Beach's tourist related areas, plus continued support of transportation initiatives and various arts and cultural programs.
- \$13.2 million for debt service expenditures associated with the Resort Tax revenue bonds issued in 2015 for the expansion and renovation of the Miami Beach Convention Center.
- \$250,000 in contingency to fund unforeseen expenditures that may arise during high-impact periods.
- The 2% Resort Tax Fund reserve as of September 30, 2016 totaled \$13.75 million, which comprises three months of reserve.
- The City has \$10 million of Resort Tax dollars currently set aside for Transportation projects, which also provide further reserve funds for emergency purposes.

CONCLUSION

In summary, the final millage rate of 5.8888 mills remains the same as last year and is the lowest millage rate in the history of the City of Miami Beach. The FY 2017/18 Budget includes service level enhancements that address high priority needs of the City as identified through three Commission budget workshops, the Commission Budget

Retreat, the strategic planning process, and the 2016 Community survey. The Administration recommends adoption of the attached Resolution which establishes the final budgets for General, G.O. Debt Service, RDA Ad Valorem Taxes, Enterprise, and Internal Service, and Special Revenue Funds for FY 2017/18.

Attachment A – FY 2017/18 Reductions

Attachment B – FY 2017/18 Enhancements

JLM/JW/TOS

**ATTACHMENT A
FY 2017/18 REDUCTIONS**

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
BUILDING						
Eliminate Engineering Inspector position (Currently filled)	General	\$ 88,000	\$ 88,000	1		The Building Department no longer uses Engineer Inspectors as this is now a function of the Public Works Department.
Total		\$ 88,000	\$ 88,000	1	0	
CAPITAL IMPROVEMENT PROJECTS (CIP)						
Eliminate One (1) Vacant Financial Analyst I Position	General	\$ 66,000	\$ 66,000	1		The financial unit in the department has increased their efficiency and productivity in all financial aspects of capital projects managed by CIP. Therefore, the impact of eliminating this position would be minimal.
Eliminate 1 Vacant Field Inspector Supervisor Position	General	\$ 107,000	\$ 107,000	1		The Field Inspection Unit has become more efficient and the work load has been distributed among four field inspectors. Therefore, the impact of eliminating this position would be minimal.
Total		\$ 173,000	\$ 173,000	2	0	
CENTRAL SERVICES						
Convert one (1) Central Service Technician position to Part-Time (currently filled)	Internal	\$ 32,000				Reducing this position to part-time will impact every City Department, as everyone sends and receives mail. The timeliness of getting mail to clients and residents is crucial. The change would increase the intervals between mail distribution and pickup. Large outgoing mailings, especially those requiring collating letters or brochures and stuffing and stamping the envelopes may be delayed. The turnaround time required for print jobs will also be impacted, as the staff that is currently assigned to the print shop would be utilized to undertake the essential functions of the mailroom.
Eliminate Travel	Internal	\$ 2,000	\$ 2,000			Central Services Coordinator cannot attend annual Postal Forum conference
Reduce Temporary Labor	Internal	\$ 1,000				
Reduce Office Supplies	Internal	\$ 1,000				
Total		\$ 36,000	\$ 2,000	0	0	
CITY ATTORNEY						
Eliminate vacant First Asst City Attorney Position	General	\$ 122,000		1		The vacancy would cause stress on the employee morale who would have to pickup the additional workload. Time required to resolve matters would increase.
Reduction to Legal Fees (Public)	General	\$ 33,000	\$ 33,000			The Legal Fees line item is used to pay the City's labor counsel. The reduction would impact possible future lawsuits, and labor issues and matters would take longer to resolve.
Reduction to Professional Services	General	\$ 30,000				Professional service fees used to pay outside (non-labor) counsel. The impact is that more work would be required in-house, and the knowledge and specialized training of outside counsel would be reduced.
Total		\$ 185,000	\$ 33,000	1	0	
CITY CLERK						
Eliminate the voluntary advertisement of opened and continued items and Subscription to the Miami Herald	General	\$ 6,000				By undertaking all or some of these potential reductions, transparency and communication will be impacted. It will be more difficult for both internal and external customer to follow the legislative history of items and for our residents to see the evolution of our Code supported by the actual ordinances that adopted, amended, or repealed a section of the Code. The impact, however, may be lessened by MBResidentConnect.com.
Reduce the number of Special Master hearings from four (4) times a month to three (3) times a month	General	\$ 15,000				By undertaking these potential reductions, compliance with the Code within a reasonable time frame may be impacted, as hearings will be set further into the future.
Reduce overtime for City Clerk Special Master staff	General	\$ 3,000				
Reduce the office supplies budget by 44%	General	\$ 4,000				
Reduce the number of notaries by eliminating renewals	General	\$ 1,000				Although the public impact may be minimal impact for the proposed miscellaneous cuts, the efficiency of the Office of the City Clerk will suffer
Total		\$ 29,000	\$ -	0	0	
CITY MANAGER						
Eliminate vacant Part-Time Office Assistant position in conjunction with the Best Buddies program	General	\$ 14,000			1	Reduction in possible assistance for other operational departments who are currently under staffed
Eliminate Overtime	General	\$ 4,000				Eliminating overtime for the Rapid Response team would impact the City's clean-up and recovery efforts from disaster and major events
Eliminate vacant Office Associate IV position	General	\$ 61,000	\$ 61,000	1		Eliminating the Office Associate IV Position would hinder the department with the planning and staffing of major events, publishing of the Neighborhood and Community Affairs Committee agenda, and affect coverage for the front desk and other administrative staff during absences.
Reduce Operating Account for Travel	General	\$ 8,000	\$ 8,000			Reducing the operating account for travel would limit the ability for staff to attend meetings with State officials and other municipalities on issues affecting the City.
Reduce Operating Account for Professional Services	General	\$ 10,000	\$ 10,000			Reducing the operating account for professional services would limit the ability for the City Manager to procure specialty services such as recruiters, consultants, auditors etc. on an ad-needed basis that may be required for special projects.

**ATTACHMENT A
FY 2017/18 REDUCTIONS**

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
Reduce Operating Account for Promotion	General	\$ 8,000				Reducing the operating account for promotion would limit the City's ability to promote its brand through charitable sponsorship opportunities and would limit the support the City offers to various non-profit organizations throughout Miami-Dade County.
Reduce Operating Account for Other Operating Expenditures	General	\$ 10,000				The impact to the other operating expenditures account would reduce the supply budget for the Rapid Response Team, limiting the number of repair projects performed Citywide, and thus reducing the effective resolution of residents' complaints. It would also eliminate the department's ability to replace old and broken furniture within the office.
Reduce Operating Account for Contract Maintenance	General	\$ 1,000				The impact to the operating account for contract maintenance would limit the department's ability to provide water for public meetings.
Eliminate Operating Account for Subscriptions	General	\$ 1,000				This impact would eliminate the department's subscriptions to the Miami Herald and Watch Dog Report, limiting the ability to be aware of news affecting the City and surrounding area.
Reduce Operating Account for Office Supplies	General	\$ 1,000				Reducing the operating account for Office Supplies would limit the department's ability to procure special materials needed to conduct workshops and special events.
Reduce Operating Account for Training	General	\$ 4,000	\$ 4,000			This reduction in the operating account would limit the number of trainings staff could attend, limiting the ability to gain insight from industry experts, and research innovative solutions to problems affecting similar cities which could be applied to Miami Beach.
Total		\$ 122,000	\$ 83,000	1	1	
CODE COMPLIANCE						
Freeze Two (2) vacant Code Compliance Officer I Positions for six months	General	\$ 63,000		2		Reduction in the timeliness of Code Compliance response to calls for service in the high demand Entertainment District which primarily consists of noise complaints, sanitation issues, illegal vendors, sidewalk cafes, proactive inspections including BTR inspections, alcohol sales, and property maintenance issues
Reduction of Overtime and Additional Expenses	General	\$ 38,000	\$ 38,000			Overtime reductions may impact Zika inspections, special deployments, and targeted area sweeps.
Total		\$ 101,000	\$ 38,000	2	0	
COMMUNICATIONS						
Professional Services	General	\$ 15,000				The items proposed will reduce the amount of contracted and/or temp employees which can be utilized, decrease the budgets for equipment repairs/upgrades, as well as eliminate all travel and training. There will be a need for prioritizing items which need repair and replacement, and departments which need to have a photographer or additional graphic work will need to be billed.
Postage and Shipping	General	\$ 5,000				
Supplies - Information Technology	General	\$ 7,000				
Other Operating Expenditures	General	\$ 6,000				
Subscriptions	General	\$ 2,000				
Travel	General	\$ 2,000	\$ 2,000			
Local Mileage Reimbursement	General	\$ 1,000				
Training & Awards	General	\$ 8,000	\$ 8,000			
Machinery & Equipment	General	\$ 20,000				
Total		\$ 66,000	\$ 10,000	0	0	
EMERGENCY MANAGEMENT						
Security Guard Services in Entertainment District	Resort Tax	\$ 371,000	\$ 371,000			This reduction is for \$371,000 in parks security.
Printing Services	General	\$ 1,000				This proposed efficiency/reduction will reduce the number/quantity of emergency operations print material available to the citizens of the City of Miami Beach such as hurricane brochures, re-entry tags, etc.
Emergency Management Technician (Filled)	General	\$ 58,000	\$ 58,000	1		This proposed efficiency reduction will impact the Department of Emergency Management's ability to effectively and efficiently provide volunteer coordination, including the emergency evacuation re-entry program, goodwill ambassadors, Community Emergency Response Teams (CERT), etc.
Communications Operator #1 (Vacant)	General	\$ 56,000		1		This proposed efficiency/reduction will impact the Public Safety Communications Unit (PSCU) by increasing forced overtime due to less staff available to perform the Communications Operator function, which will also reduce the availability of staff time off for existing employees for vacations.
Communications Operator #2 (Vacant)	General	\$ 56,000		1		This proposed efficiency/reduction will impact the Public Safety Communications Unit (PSCU) by increasing forced overtime due to less staff available to perform the Communications Operator function, which will also reduce the availability of staff time off for existing employees for vacations.
Training & Awards	General	\$ 48,000	\$ 48,000			This proposed efficiency/reduction will reduce the number of trainings available to staff.
Security Guard Services - City Hall 4th Floor	General	\$ 64,000				This proposed efficiency/reduction will eliminate the City Hall 4th Floor Security post. This will impact the level of security in City Hall and reduce the ability to effectively adapt and address the ever changing security risk associated with the building.
Total		\$ 654,000	\$ 477,000	3	0	

**ATTACHMENT A
FY 2017/18 REDUCTIONS**

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
ENVIRONMENTAL						
Reduction of Citywide Dune Restoration	General	\$ 11,000				The reduction in available funding toward these efforts will result in the restoration of fewer dune blocks this coming year. The blocks that are not restored this coming fiscal year will need to be restored in a future fiscal year to prevent the spread of non-native vegetation and stabilization of sand in barren areas to reduce beach erosion, protect upland properties from storm surge, and improve the health of the beach-dune habitat.
Reduction of Citywide Reforestation Tree Planting and Pruning Services	General	\$ 16,000				The Urban Forestry Division will resume reforestation services at \$84,200 for FY18. Upon a successful second full year of the Tree Preservation Trust Fund revenues, the funds should have sufficient fund balance to cover any additional unexpected expenditures beyond the designated \$84,200 for FY18. In the interim, the reduction will result in a reduced number of trees that can be planted in the city by the program and citywide canopy loss..
Eliminate Emergency Environmental Fuel Spill Remediation	General	\$ 2,000				By eliminating this funding source, the cost of clean-up will fall on the responding department, such as Public Works for sewer spills and the Fire Department for oil spills.
Reduce General Environmental Testing and Sampling	General	\$ 2,000				The reduction will result in a potential reduction in the frequency of sampling. However, the city can work with the regulatory agencies to identify properties or facilities with stable plumes to account for the reduced sampling frequency.
Reduction of General Event Planning Supplies	General	\$ 4,000				The Department regularly hosts events to educate city staff, as well as residents and visitors about the importance of protecting our environmental resources and making sustainable choices. These supplies include education and outreach materials and other educational tools that make these events successful. Reducing the funding available for supplies will result in a reduced frequency of events. Alternately, the Department can hold events reusing supplies or without supplies, and look for alternate sources of funding to purchase supplies.
Reduce general research for the department such as water quality testing	General	\$ 2,000				The city is required to investigate environmental incidents for regulatory compliance, as well as to make data-driven management decisions. Furthermore, the city has several facilities and properties with known contamination that are required to be sampled regularly to confirm the plume is not spreading off-site, to confirm whether the contamination is naturally attenuating, or to develop a remediation plan to bring the property into regulatory compliance. The reduction will result in a potential reduction in the frequency of sampling, general environmental research, and permitting assistance that the Department will be able to conduct in FY 18.
Reduction of In-House Training Supplies	General	\$ 2,000	\$ 2,000			Reducing the funding available for supplies will result in a reduced frequency of in-house trainings. Alternately, the Department can hold trainings reusing supplies or without supplies, and look for alternate sources of funding to purchase supplies.
Training & Awards	General	\$ 12,000	\$ 12,000			This proposed efficiency/reduction will reduce the number of trainings available to staff.
Reduction of the Purchase of Two Laptops	General	\$ 2,000	\$ 2,000			The Department requested this funding to purchase laptops for department staff that due to the nature of their job responsibilities and department spread across several offices would benefit from access to a mobile work station. This efficiency will result in the ability to purchase a laptop for only one departmental staff member, rather than two.
Total		\$ 53,000	\$ 16,000	0	0	
FINANCE						
Reduce furniture and fixtures line item for cubicle redesign project.	General	\$ 45,000	\$ 45,000			
Eliminate Financial Analyst I position (Payroll Analyst), currently filled.	General	\$ 63,000	\$ 63,000	1		Position was created to assist in the conversion and implementation of the Munis payroll module. Following the successful implementation of the payroll module in May 2017, this position is no longer critical for operations.
Total		\$ 108,000	\$ 108,000	1	0	
FIRE						
Operating Expenditures	General	\$ 150,000	\$ 150,000			This proposed reduction would impact the overall level of service provided by the Department by reducing funding allocated for travel and professional development training, rental of necessary equipment utilized during daily operations, printing of materials, as well as other resources necessary for operation of the department
Lifeguard I (10 Filled Positions)	General	\$ 550,000		10		This proposed efficiency/reduction would drastically impact the level of service provided to the large number of residents and visitors that frequently visit the City's beaches.
Firefighter I (9 Filled Positions)	General	\$ 739,000		9		This proposed efficiency/reduction would drastically impact the level of emergency medical services provided to not only the residents of Miami Beach, but also the large number of visitors that frequently visit.
Data Entry Clerk (Filled)	General	\$ 55,000		1		This proposed efficiency/reduction would drastically impact the daily operations of the Fire Department since it provides administrative support to all divisions of the Department.
Total		\$ 1,494,000	\$ 150,000	20	0	

**ATTACHMENT A
FY 2017/18 REDUCTIONS**

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
FLEET MANAGEMENT						
Reclassify vacant Office Associate V position to Office Associate IV	Internal	\$ 26,000	\$ 26,000	0		
Mechanic III Position (Vacant)	Internal	\$ 61,000	\$ 61,000	1		Vacant position recommended for elimination.
Reduce Tires & Tubes	Internal	\$ 13,000				Reducing tires & tubes purchases will affect vehicle availability and productivity.
Total		\$ 100,000	\$ 87,000	1	0	
HOUSING & COMMUNITY SERVICES						
Reduce Part-Time Case Worker II P/T by 10 Hours p/wk, currently vacant	General	\$ 11,000	\$ 11,000			By reducing to 20 hours per week and shifting the position's start time, we will minimally impact operations.
Reduce the rent assistance for individuals transitioning from shelter	General	\$ 3,000				The reduction in rent assistance of \$2,848 can be shifted to the Emergency Food and Shelter Program by prioritizing client processing upon grant award.
Eliminate Office Associate V in Housing Division (currently filled) and Shift 25% of CDBG Coordinator to CDBG Administration funds (currently filled)	General	\$ 78,000	\$ 78,000	1		Only 60% of this position is GF, 40% funded by CDBG. By eliminating the OAV position, the CDBG funds would be freed up to cover a greater portion (85%) of the CDBG Coordinator position, providing further relief to the General Fund.
Total		\$ 92,000	\$ 89,000	1	0	
HUMAN RESOURCES & LABOR RELATIONS						
Defer Hiring of Assistant Human Resources Director (Vacant)	General	\$ 120,000	\$ 120,000			This proposed efficiency would defer the planned hiring of the Assistant Human Resources Director that has been vacant since April 2016.
Operating Expenditures	General	\$ 33,000	\$ 33,000			This proposed efficiency/reduction would impact the overall level of service provided by the Department by reducing funding allocated for travel and professional development training, rental of necessary equipment utilized during daily operations, printing of materials, as well as other resources necessary for operation of the department.
Total		\$ 153,000	\$ 153,000	0	0	
INTERNAL AUDIT						
Reduce Internal Audit Professional Services budget for outside audits	General	\$ 71,000	\$ 71,000			Will result in less outside audits performed.
Total		\$ 71,000	\$ 71,000			
ORGANIZATIONAL DEVELOPMENT & PERFORMANCE INITIATIVES						
Reduction in budget for New Hire Orientation onboarding welcome packet materials	General	\$ 2,000				Limitation on new employees' welcome material at Orientation
Reduction in budget for mileage reimbursement for cleanliness assessors	General	\$ 2,000				Assessors will use Enterprise Rental Car, funded by Parking, for all garage and garage attendant assessments beginning July 6, 2017. Personal vehicles will be used only if Organization Development vehicle is with Fleet and a loaner is not available.
Reduction in budget for: E-Learning videos for requested topics (coaching, leadership, etc.); Additional Adobe licenses; Refreshments, copies, supplies	General	\$ 15,000	\$ 15,000			Request from departments to expand online training offerings will not be an option and only required trainings will be available; concurrent users licenses on the Adobe platform will remain at 30 licenses (this has not been exceeded); limited refreshments will be provided during live training sessions
Total		\$ 19,000	\$ 15,000	0	0	
PARKS & RECREATION						
Elimination of Furniture and Fixture Replacements	General	\$ 20,000	\$ 20,000			The Parks and Recreation Department replaces facility furniture that is in poor condition throughout all the City parks. These include pool lounge chairs, pool umbrellas and folding tables and chairs. With the elimination of this budget, there will not be any replacements, unless there are savings found within the budget towards the end of FY 18.
Elimination of Fall Fest Event at Flamingo Park	General	\$ 15,000				Each year the Parks and Recreation Department hosts an event to celebrate the fall season called "Fall Fest" at Flamingo Park. This event brings hundreds of residents; however, the department is prepared to eliminate it from the budget if necessary.
Elimination of Safe Night of Fright Event at North Shore Park Youth Center	General	\$ 10,000				Each year the Parks and Recreation Department hosts a Halloween event called "Safe Night of Fright" at North Shore Park Youth Center. The department is prepared to eliminate this event from the budget if needed. The department also hosts a Halloween event at Scott Rakow Youth Center; therefore, even if the City eliminates "Safe Night of Fright," there will still be another event in the City for Halloween.
Eliminate Hispanic Heritage Event at North Shore Park	General	\$ 18,000				Each year the Parks and Recreation Department hosts an event to celebrate Hispanic Heritage Month at North Shore Park. The department is prepared to eliminate this event from its budget if necessary. If it is eliminated from the budget, it is recommended for the City to look at obtaining corporate or private sponsorship to coordinate and execute this event for the community
Reduction of Litter Control Services in City Parks	General	\$ 330,000				The elimination and reduction of services may result in increased litter in City Parks, which in turn may increase resident and visitor complaints and an overall decrease of performance during the City's Cleanliness Index inspections.
Reduction of Advertising	General	\$ 5,000				The proposed FY18 Advertising budget for Parks and Recreation is \$10,000. This budget is used for all creative advertising efforts in print and social media outlets for programming and events year-round. The department is proposing a \$5,000 cut from this budget, leaving \$5,000 in the budget.

**ATTACHMENT A
FY 2017/18 REDUCTIONS**

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
Reduction of Department Training Budget to Attend Conferences	General	\$ 8,000	\$ 8,000			The proposed cut will be reducing the amount of staff attending FRPA conference from 6 to 3 (\$2,400.00), reducing the amount of staff attending NRPA conference from 2 to 1 (\$2,500.00) and removing the NARCE conference from the budget as well (\$2,600).
Reduction of Dog Waste Disposal Bags and Dispensers	General	\$ 10,000				Reducing the budget for dog waste disposal bags and dispensers will cause an increase in fecal matter throughout the City.
Reduction of funds to paint parks facilities	General	\$ 10,000				This budget is used to for the painting of any park facility throughout the year. The department is proposing a \$10,000 cut from this budget, leaving \$40,000 in the budget. Reducing the budget will negatively impact the appearance of the facilities.
Reduction of Locksmith Services	General	\$ 10,000				Reducing the budget for locksmith services will increase the time needed to replace broken and vandalized locks at the beachfront restrooms.
Reduction of Machinery Repairs	General	\$ 3,000				Decreasing this budget will leave equipment inoperable.
Reduction of Neighborhood Court Supplies	General	\$ 10,000				Reducing this budget will impact the appearance and safety of the courts.
Reduction of Palm Pruning & Plant Bed/Shrub Pruning Services in City Parks	General	\$ 100,000	\$ 100,000			The reduction of services may result in increase resident and visitor complaints and an overall decrease the parks' appeal. Since the palms will only be pruned twice a year instead of every quarter, complaints may arise concerning fallen palms fronds. With the reduction of plant/shrub pruning, landscape areas will not be as well kept as they would be with the current service level.
Reduction of Plant Material	General	\$ 25,000				This will decrease the amount of plants citywide.
Reduction of Pressure Cleaning Service in City Parks	General	\$ 107,000				The elimination and reduction of services may result in pathways and facilities in City Parks not being clean which may increase resident and visitor complaints.
Reduction of Rental Equipment	General	\$ 4,000				Reducing this budget will decrease the amount of special projects that staff can perform as they will not have the appropriate equipment to perform such tasks.
Elimination of 2 Vacant FT Recreation Leader I Positions	General	\$ 80,000		2		If the positions are eliminated, it may cause the department to not be able to increase the amounts of participants attending afterschool and summer camp programs that may eventually be in demand.
Reduce funding for Citywide Orchid Project	General	\$ 20,000	\$ 20,000			The payment in FY2017/18 is \$18,750 therefore, the department is proposing to reduce the budget to \$20,000 in order to meet the minimum commitment that was agreed upon with the Fairchild Botanical Tropical Gardens. This will reduce additional orchids planted throughout the city.
Training & Travel	General	\$ 10,000	\$ 10,000			This proposed efficiency/reduction will reduce the number of trainings available to staff.
Reduction of Ice Skating Instructors for Programming	General	\$ 10,000				Reducing this budget will decrease the number of ice skating instructors for year-round year round programming.
Reduce Operating Supplies for Year-Round Youth Programming	General	\$ 10,000				Reducing the budget may cause a decrease in youth satisfaction with the programming.
Total		\$ 815,000	\$ 158,000	2	0	
PLANNING						
Funds overtime pay for planners performing plans review after hours	General	\$ 50,000	\$ 50,000			Department will attempt to process after hours reviews more efficiently (using one planner per review) in order to reduce OT with minimal impact to the Plans After Hours review revenues that is generated from this OT.
Reduce funds for consulting services, subject matter experts	General	\$ 47,000				Department may not be able to absorb costs associated with special studies. Funding may have to be identified by CC when directive is issued.
Reduce funds for postage and courier services to ensure compliance with CMB Code and enhanced transparency of the public process	General	\$ 10,000	\$ 10,000			Department may not be able to absorb costs associated with special noticing efforts as often requested by City Commission. Funding may have to be identified by City Commission when directive is issued.
Reduce supplies needed to conduct business, develop presentations, produce maps and graphics.	General	\$ 5,000	\$ 5,000			Reduction to this line item may reduce the department's ability to produce hard-copy documents, maps and graphics.
Reduce costs associated with electronic recording of documents with the Clerk of Courts at Miami Dade County.	General	\$ 15,000				Reduction to this line item may reduce the department's ability to timely record documents.
Total		\$ 127,000	\$ 65,000	0	0	
POLICE						
Replace 1 Office Associate V at max of salary range with 1 Office Associate V at minimum of range (Filled)	General	\$ 32,000	\$ 32,000			This position is critical to maintain the court liaison function, as this replacement ensures that police officers are processed in and out of court with maximum efficiency and that the City does not suffer an unnecessary loss of officer patrol time.
Special Events Overtime	Resort Tax	\$ 250,000	\$ 250,000			Included based on Resort Tax meeting with Manager and TCED
Office Associate V (Filled)	General	\$ 112,000	\$ 112,000	1		This proposed education will adversely impact the administrative support functions of the department, which will impact the department's efficiency and workload.
Public Safety Specialist (Vacant)	General	\$ 61,000	\$ 61,000	1		This proposed reduction will eliminate one vacant Public Safety Specialist in the Police Department, which will result in longer wait times for preparation of routine reports related to accidents, etc.
Defer Hiring of 10 Police Officer Positions for 6 Months (Vacant).	General	\$ 515,000	\$ 515,000			Due to recruiting and training schedules, this is not projected to impact the operations within the police department.
Total		\$ 970,000	\$ 970,000	2	0	

**ATTACHMENT A
FY 2017/18 REDUCTIONS**

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
PROCUREMENT						
Eliminate 1 Vacant Part-Time Procurement Contracting Analyst Position	General	\$ 27,000	\$ 27,000		1	It is important to note that the freezing of this position will impact operations, including the recommendations of EMA and BDO regarding the transferring of the management of vendor files from the Finance Department to the Procurement Department in order to assure a segregation of duties. This position has been fully dedicated to assist in the clean-up, verification and data entry of vendors. So far, approximately 3,500 vendor files, representing approximately 37% of vendors, have been cleaned up. The clean-up of the remaining 62% will be delayed by eliminating this position.
Reduce Overtime	General	\$ 1,000				Although the public may be minimally impacted from the proposed miscellaneous general funded cut from our operating budget, the efficiency and operations of the Procurement Department will be impacted by the following reductions.
Reduce Uniforms	General	\$ 2,000	\$ 2,000			Although the public may be minimally impacted from the proposed miscellaneous general funded cut from our operating budget, the efficiency and operations of the Procurement Department will be impacted by the following reductions.
Reduce Postage and Shipping	General	\$ 1,000				Although the public may be minimally impacted from the proposed miscellaneous general funded cut from our operating budget, the efficiency and operations of the Procurement Department will be impacted by the following reductions.
Reduce Advertising	General	\$ 1,000				Although the public may be minimally impacted from the proposed miscellaneous general funded cut from our operating budget, the efficiency and operations of the Procurement Department will be impacted by the following reductions.
Reduce Office Supplies	General	\$ 2,000				Although the public may be minimally impacted from the proposed miscellaneous general funded cut from our operating budget, the efficiency and operations of the Procurement Department will be impacted by the following reductions.
Eliminate Bonfire Software and reduce LCP Tracker	General	\$ 34,000				LCP Tracker is a software solution that assists Procurement Department staff in managing, due to a shortage of staff, compliance with mandated social programs such as Living Wage and Local Workforce Participation. The reduction will impact the department's ability to efficiently and effectively manage these programs, and provide program reports. For example, on July 13, 2016, the City Commission approved the first reading of an ordinance requiring City Contractors to implement a program to promote the hiring of Miami Dade County and Miami Beach residents. The ordinance tasks staff with the oversight of compliance with the ordinance. In lieu of additional staffing, LCP Tracker was approved so that compliance efforts could be managed electronically through labor compliance software, which is commonly used to manage these sorts of compliance matters. Elimination of this resource will impact staff's ability to track these efforts.
Reduce Training and Awards	General	\$ 16,000	\$ 16,000			It is important to note that reducing the Training and Awards budget can impact staffing certifications to include but not limited to contracting, procurement, internal controls, and Munis.
Total		\$ 84,000	\$ 45,000	0	1	
PROPERTY MANAGEMENT						
Reduction in Training	Internal	\$ 5,000	\$ 5,000			This proposed reduction will impact the department's ability to keep existing personnel up-to-date with the most recent skills applicable to their trades.
Reduction in Overtime	Internal	\$ 50,000				This proposed reduction will adversely impact the department's ability to maintain adequate staffing during high impact periods and special events when additional personnel is sometimes necessary.
Reduction in Preventative Maintenance (Electric)	Internal	\$ 75,000				This proposed reduction will reduce the level of service for electrical maintenance needed for City facilities.
Reduction in Preventative Maintenance (Paint)	Internal	\$ 10,000				This proposed reduction will reduce the level of service for painting of City facilities.
Reduction in Professional Services	Internal	\$ 15,000				This proposed reduction will reduce the frequency of facility remediation testing to be conducted across all City facilities.
Reduction in Grainger Materials (Citywide)	Internal	\$ 50,000				This proposed reduction will reduce the level of service for general materials needed for routine repairs and maintenance, which will impact maintenance for existing City facilities.
Reduction in Hurricane Preparation Services	Internal	\$ 10,000				This proposed reduction will reduce funding allocated for hurricane preparation services thereby reducing the level of service provided during preparation for a potential storm.
Reduction in General Preventative Maintenance	Internal	\$ 20,000				This proposed reduction will reduce the level of service for general preventative maintenance services provided citywide.
Reduction in General Repairs and Maintenance	Internal	\$ 20,000				This proposed reduction will reduce the level of service for general repairs and maintenance services provided citywide.
Reduction in Additional Janitorial Services	Internal	\$ 15,000				This proposed reduction will reduce the level of service of janitorial services provided for City facilities.
Total		\$ 270,000	\$ 5,000	0	0	

**ATTACHMENT A
FY 2017/18 REDUCTIONS**

Program/Function	Fund	Potential Reduction	Recommended Reduction	FT	PT	Potential Impact
PUBLIC WORKS						
Unforeseen Expenditures - Engineering	General	\$ 20,000	\$ 20,000			This proposed reduction will result in the department not having funding allocated for unforeseen expenditures, which the department routinely encounters.
Tree Shrubbery Materials - Greenspace Management	General	\$ 25,000				This proposed reduction of replacement of tree and shrubbery materials Citywide will impact the Department's ability to quickly replace damaged plant materials and/or materials that have reached the end of their life cycle.
Specialized Tree Services - Greenspace Management	General	\$ 40,000				This proposed reduction in specialized tree services for trimming and removal of large trees in hazardous locations will result in services being provided less frequently.
Office Chairs - Engineering	General	\$ 2,000				Reduction of office chairs for the Engineering Division will halt the replacement program of OSHA standardized office chairs. The department has already replaced half of the chairs in the office and intended on replacing the next half in FY2017/18.
Public Works Greenspace - Landscape Services	General	\$ 90,000				This proposed reduction reduces contract maintenance for landscape services Citywide. Various sites will receive services less frequently, which will impact the appearance of many City owned and/or maintained properties potentially impacting the City's overall cleanliness report.
Engineering Assistant III - Engineering (Vacant)	General	\$ 63,000	\$ 63,000	1		This position is the senior computer animated design (CAD) operator and is responsible for the coordination of electronic databases of the City's infrastructure. Elimination of this position will require those duties to be performed by an existing engineering position, which will reduce the productivity of this engineer since the position will be taking on additional responsibilities.
E-Builder Software Maintenance - Engineering	General	\$ 3,000				Elimination of the e-builder software, which is a construction management tool that tracks expenditures, timelines and deliverables, will reduce project management productivity.
Consulting Services - Engineering	General	\$ 30,000				This proposed reduction in consulting services will result in an inability to conduct real estate appraisals and other consulting services that occur annually.
Public Works Administration - Consulting Services and Office Supplies	General	\$ 14,000	\$ 14,000			This proposed reduction will result in the department being unable to fund necessary consulting services.
Training & Travel	General	\$ 10,000	\$ 10,000			This proposed efficiency/reduction will reduce the number of trainings available to staff.
Public Works Administration - Consulting Services and Office Supplies	General	\$ 2,000				This proposed reduction will result in the department being unable to fund necessary supplies for the Public Works Admin Division.
Total		\$ 299,000	\$ 107,000	1	0	
PUBLIC WORKS - SEWER						
Municipal Service Worker I Position (Vacant)	Enterprise	\$ 41,000	\$ 41,000	1		Vacant position recommended for elimination.
Total		\$ 41,000	\$ 41,000	1	0	
PUBLIC WORKS - STORMWATER						
Municipal Service Worker II Position (Vacant)	Enterprise	\$ 45,000	\$ 45,000	1		Vacant position recommended for elimination.
Total		\$ 45,000	\$ 45,000	1	0	
TOURISM, CULTURE, & ECONOMIC DEVELOPMENT						
Reduce Arts in the Park	General	\$ 30,000				Reducing the Arts in the Park budget will decrease the amount of events held in Soundscape Park and will nearly eliminate the Cinema Series program.
Reduce Management Fee that is paid to the Bass Museum	General	\$ 72,000				The City will have to negotiate an 11% reduction in City funding to the Bass Museum and require the non-profit to cover a larger share of the expenses.
Eliminate Training and Awards	General	\$ 8,000	\$ 8,000			Employees will not be able to obtain the Economic Development Certification or attend the Economic Development Council Training which will ultimately hinder professional growth.
Total		\$ 110,000	\$ 8,000	0	0	
Grand Total of Positions Recommended				13	1	

Fund	Potential Efficiency/Reduction	Recommended Efficiency/Reduction
General Fund	\$ 5,192,000	\$ 2,236,000
Internal Service impact (% could change based on allocations; 82% assumption)	\$ 333,000	\$ 78,000
	\$ 5,525,000	\$ 2,314,000
Internal Service	\$ 406,000	\$ 94,000
Enterprise	\$ 86,000	\$ 86,000
Special Revenue	\$ -	\$ -
Resort	\$ 621,000	\$ 621,000

General Fund reductions which also reduce General Fund Revenues (Net Efficiency is \$2,053,000)

ATTACHMENT B
FY 2017/18 ENHANCEMENTS

Department	Fund	Requested Enhancement	Recommended Enhancement	Year 2 Impact	Total Positions	
					FT	PT
Building						
Living Wage Impact	General	\$ 2,000	\$ 2,000	\$ 0		
Convert Financial Analyst III to Administrative Services Manager	General	\$ 8,000		\$ 8,000		
Convert Permit Clerk I to Building Records Supervisor	General	\$ 8,000		\$ 8,000		
Convert Office Associate IV to Office Associate V	General	\$ 3,000		\$ 3,000		
Convert Office Associate IV to Office Associate V	General	\$ 4,000		\$ 4,000		
Convert Office Manager to Senior Special Projects Manager	General	\$ 7,000		\$ 7,000		
Senior Special Projects Manager	General	\$ 111,000		\$ 138,000	1	
Graphic Design Professional Services	General	\$ 35,000		\$ 0		
Convert Plumbing Inspector to Senior Plumbing Inspector	General	\$ (8,000)		\$ 11,000		
Total		\$ 170,000	\$ 2,000	\$ 179,000	1	0
City Clerk						
Agenda Coordinator Position to provide Commission Committee Support	General	\$ 67,000		\$ 79,000	1	
Total		\$ 67,000	\$ 0	\$ 79,000	1	0
City Manager						
Senior Management Consultant to provide Strategic Management Coordination	General	\$ 79,000		\$ 94,000	1	
Total		\$ 79,000	\$ 0	\$ 94,000	1	0
City Attorney						
Cell Phone Stipends	General	\$ 4,000		\$ 4,000		
City Prosecutor	General	\$ 72,000	\$ 72,000	\$ 89,000	1	
Legal Secretary to City Prosecutor	General	\$ 68,000	\$ 68,000	\$ 81,000	1	
Total		\$ 144,000	\$ 140,000	\$ 174,000	2	0
Citywide						
Living Wage Impact	RDA	\$ 1,000	\$ 1,000	\$ 0		
University of Miami Wellness/Prep Clinic (One-time)	General	\$ 250,000	\$ 250,000	\$ 0		
Community Education for 2018 G.O. Bond Program Election	General	\$ 200,000	\$ 200,000	\$ 0		
Living Wage Impact	Resort Tax	\$ 3,000	\$ 3,000	\$ 0		
Total		\$ 454,000	\$ 454,000	\$ 0	0	0
Communications						
Part-Time Visual Communications Specialist	General	\$ 38,000		\$ 39,000		1
Part-Time Media Assistant to Televis Special Master Hearings	General	\$ 12,000	\$ 12,000	\$ 12,000		1
Living Wage Impact	General	\$ 3,000	\$ 3,000	\$ 0		
Total		\$ 53,000	\$ 15,000	\$ 51,000	0	2
Convention Center						
Living Wage Impact	Enterprise	\$ 10,000	\$ 10,000	\$ 0		
		\$ 10,000	\$ 10,000	\$ 0	0	0
Emergency Management/9-1-1						
Security Guard Services - Building Department North Beach Office	General	\$ 28,000	\$ 28,000	\$ 28,000		
City Center RDA Security Guards (additional hours for Lincoln Road)	RDA	\$ 166,000		\$ 166,000		
Living Wage Impact	General	\$ 4,000	\$ 4,000	\$ 0		
DEM Security Guards (1 Project Mgr & 2 Security Coordinators)	General	\$ 284,000		\$ 284,000		
IT Specialist I	General	\$ 63,000		\$ 76,000	1	
Mount Sinai Public Safety Liaison Center (Furniture/Equipment)	General	\$ 20,000		\$ 0		
Physical Security Technology Master Plan	General	\$ 234,000		\$ 234,000		
Police Department Security Guard Services	General	\$ 113,000		\$ 113,000		
PSCU Furniture Component & Appliance Replacement	General	\$ 20,000		\$ 0		
Public Health Coordinator	General	\$ 94,000		\$ 113,000	1	
Security Guard Services - Parking Enterprise Fund	Enterprise	\$ 2,000	\$ 2,000	\$ 2,000		
Security Guard Services - Sanitation (Waste Haulers)	Special Revenue	\$ 2,000	\$ 2,000	\$ 2,000		
Security Guard Services - RDA Anchor Garage	RDA	\$ 2,000	\$ 2,000	\$ 2,000		
Security Guard Services - RDA Penn Garage	RDA	\$ 116,000	\$ 116,000	\$ 116,000		
Additional Security Guard Services for High Impact Periods	Resort Tax	\$ 34,000		\$ 34,000		
Total		\$ 1,182,000	\$ 154,000	\$ 1,170,000	2	0
Finance						
Additional Temp Labor for ongoing Munis Project Implementation and Optimization	General	\$ 30,000		\$ 0		
Total		\$ 30,000	\$ 0	\$ 0	0	0
Housing & Community Services						
Miami-Dade County Homeless Trust Agreement	Resort Tax	\$ 3,500,000		\$ 0		
Total		\$ 3,500,000	\$ 0	\$ 0	0	0
Information Technology						
IT Specialist I for Public Records	Internal	\$ 63,000		\$ 79,000	1	

ATTACHMENT B
FY 2017/18 ENHANCEMENTS

Department	Fund	Requested Enhancement	Recommended Enhancement	Year 2 Impact	Total Positions	
					FT	PT
Senior Security Administrator	Internal	\$ 89,000		\$ 113,000	1	
Total		\$ 152,000	\$ 0	\$ 192,000	2	0
Organizational Development & Performance Improvement						
Office Associate IV from Part-Time to Full-Time	General	\$ 30,000		\$ 41,000	1	-1
Total		\$ 30,000	\$ 0	\$ 41,000	1	-1
Parking						
Art Basel / City Employee Uber Initiative	Enterprise	\$ 50,000	\$ 50,000	\$ 0		
Living Wage Impact	Enterprise	\$ 46,000	\$ 46,000	\$ 0		
Living Wage Impact	Special Revenue	\$ 12,000	\$ 12,000	\$ 0		
Living Wage Impact	RDA	\$ 17,000	\$ 17,000	\$ 0		
Senior Systems Analyst	Enterprise	\$ 76,000		\$ 91,000	1	
Total		\$ 201,000	\$ 125,000	\$ 91,000	1	0
Parks & Recreation						
Parks and Recreation Vehicle Modifications	General	\$ 10,000		\$ 0		
Living Wage Impact	General	\$ 39,000	\$ 39,000	\$ 0		
Convert 1 Part-Time MSWII to 1 FT MSWII, and removing 1 PT Recreation Leader	General	\$ 8,000	\$ 8,000	\$ 12,000	1	-2
Second Annual Youth Music Festival	General	\$ 12,000	\$ 12,000	\$ -		
Parks and Recreation - 3 Vehicles	General	\$ 92,000		\$ 0		
2 Part-Time Park Rangers at North Shore Park & Youth Center	General	\$ 72,000	\$ 72,000	\$ 64,000		2
Additional Park Ranger Supervisor	General	\$ 75,000		\$ 83,000	1	
10 Additional Part-Time Year-Round Inclusionary Aides	General	\$ 196,000		\$ 201,000		10
10 Part-Time Year-Round Municipal Service Worker III - Bus Driver	General	\$ 205,000		\$ 212,000		10
Body Cameras for Park Rangers	General	\$ 35,000		\$ 23,000		
Upgraded Restrooms & Daily Porter Services for ITF Tennis Tournament	General	\$ 24,000	\$ 24,000	\$ 0		
Grounds Maintenance Reorganization- 1. Convert 1 Parks Operations Supervisor into two full-time Landscape Inspectors. 2. Add three full-time MSW I positions and three part-time MSW I positions to assist with daily grounds maintenance duties. 3. Convert two full-time MSW III positions into two Trades worker I positions.	General	\$ (41,000)	\$ (41,000)	\$ 23,000	4	3
Beach Maintenance Division Operational Needs (i.e., mobi mats, ropes and posts, and lumber for the board walks)	General	\$ 129,000	\$ 129,000	\$ 129,000		
2 Beach Maintenance Vehicles (Beach Maintenance Division)	General	\$ 88,000		\$ 0		
2 Municipal Service Worker III Positions & Vactron Unit for beach showers (Beach Maintenance Division)	General	\$ 201,000	\$ 201,000	\$ 119,000	2	
Beachwalk Tree Wells 14th to 22nd Street - Bonded Aggregate (Beach Maintenance Division)	General	\$ 135,000		\$ 0		
Part-Time Park Ranger for Maurice Gibb Memorial Park	General	\$ 48,000		\$ 47,000		1
Normandy Shores Neighborhood/Golf Course Security Guard Rover (Split Funded: 50% Normandy Neighborhood/50% Normandy Golf Course)	General	\$ 27,000	\$ 27,000	\$ 27,000		
Total		\$ 1,355,000	\$ 471,000	\$ 940,000	8	24
Planning						
2 Senior Planner Positions	General	\$ 187,000		\$ 223,000	2	
Living Wage Impact	General	\$ 2,000	\$ 2,000	\$ 0		
Temporary Administrative/Clerical Staff	General	\$ 32,000		\$ 32,000		
Professional Services for Comprehensive Plan (Required by Florida Statutes)	General	\$ 100,000	\$ 100,000	\$ 0		
Rental - Building & Equipment (1 Additional Sharp Copier/Scanner)	General	\$ 6,000		\$ 6,000		
Total		\$ 327,000	\$ 102,000	\$ 261,000	2	0
Property Management						
Chiller Preventative Maintenance (Citywide)	Internal	\$ 13,000		\$ 13,000		
Elevator Maintenance (Citywide)	Internal	\$ 100,000		\$ 100,000		
Grainger Materials (Citywide)	Internal	\$ 100,000		\$ 100,000		
Living Wage Impact	Internal	\$ 21,000	\$ 21,000	\$ 0		
Holiday Lighting and Visual Décor (\$140,000 one-time)	Resort Tax	\$ 700,000	\$ 309,000	\$ 169,000		

ATTACHMENT B
FY 2017/18 ENHANCEMENTS

Department	Fund	Requested Enhancement	Recommended Enhancement	Year 2 Impact	Total Positions	
					FT	PT
HVAC Maintenance (Citywide)	Internal	\$ 150,000		\$ 150,000		
Janitorial Services (Citywide)	Internal	\$ 155,000		\$ 155,000		
Normandy Shores Neighborhood/Golf Course Security Guard Rover (Split Funded: 50% Normandy Neighborhood/50% Normandy Golf Course)	Special Revenue	\$ 27,000	\$ 27,000	\$ 27,000		
Lincoln Road Halloween Event	RDA	\$ 50,000		\$ 50,000		
Mobile Phone Upgrades	Internal	\$ 6,000		\$ 0		
Special Event Support Services	Resort Tax	\$ 25,000		\$ 25,000		
2 Trades worker I Positions	Internal	\$ 121,000		\$ 145,000	2	
Trades worker I	Internal	\$ 72,000		\$ 87,000	1	
Total		\$ 1,540,000	\$ 357,000	\$ 1,021,000	3	0
Public Works						
Convert Engineer Assistant III to Civil Engineer II	General	\$ 25,000		\$ 25,000		
Convert MSW I to Heavy Equipment Operator I	General	\$ 10,000		\$ 10,000		
Living Wage Impact	General	\$ 6,000	\$ 6,000	\$ 0		
Convert Street Lighting Tech I to Street Lighting Operations Supervisor	General	\$ 17,000		\$ 15,000		
GIS Software Enhancements	General	\$ 14,000		\$ 14,000		
Greenspace Mgmt. Landscape Projects Coordinator	General	\$ 115,000		\$ 99,000	1	
Public Works Engineering - Hybrid Vehicle	General	\$ 25,000		\$ 0		
Total		\$ 212,000	\$ 6,000	\$ 163,000	1	0
Public Works - Sewer						
1 Ton F-350 Single Cab with Utility Box (Sewer)	Enterprise	\$ 45,000		\$ 0		
TPC Trainco Training (50% Water & 50% Sewer)	Enterprise	\$ 21,000	\$ 21,000	\$ 0		
Total		\$ 66,000	\$ 21,000	\$ 0	0	0
Public Works - Storm Water						
Electrician (Storm Water)	Enterprise	\$ 101,000		\$ 87,000	1	
Field Supervisor (Storm Water)	Enterprise	\$ 59,000		\$ 70,000	1	
2 Pumping Mechanic Positions Storm Water	Enterprise	\$ 156,000		\$ 140,000	2	
LP 360 (LIDAR) Software Enhancement	Enterprise	\$ 7,000		\$ 7,000		
Total		\$ 323,000	\$ 0	\$ 304,000	4	0
Public Works - Water						
Valve Turner and Vacuum Tank Water Division (Water)	Enterprise	\$ 100,000		\$ 0		
1 Ton F-550 Single Cab Dump Truck with Trailer and Mini Excavator (Water)	Enterprise	\$ 150,000		\$ 0		
1- F-150 Single Cab Pick-up Truck (Water)	Enterprise	\$ 28,000		\$ 0		
Additional Temporary Labor for Munis Utility Billing Implementation (Water)	Enterprise	\$ 30,000		\$ 0		
TPC Trainco Training (50% Water & 50% Sewer)	Enterprise	\$ 21,000	\$ 21,000	\$ 0		
Total		\$ 329,000	\$ 21,000	\$ 0	0	0
Sanitation						
Living Wage Impact	Enterprise	\$ 14,000	\$ 14,000	\$ 0		
Standardization of Litter Receptacles	Enterprise	\$ 240,000		\$ 240,000		
Total		\$ 254,000	\$ 14,000	\$ 240,000	0	0
TCED						
Bass Museum Management Agreement Increase	General	\$ 550,000		\$ 550,000		
International Tennis Federation	Resort Tax	\$ 100,000	\$ 100,000	\$ 0		
Air & Sea Show	Resort Tax	\$ 350,000	\$ 350,000	\$ 0		
Miami Design Preservation League-Art Deco Weekend	General	\$ 100,000	\$ 100,000	\$ 0		
Economic Development Plan for the City	General	\$ 75,000		\$ 0		
Film Incentive	General	\$ 100,000	\$ 100,000	\$ 100,000		
Lummus Park Cultural Activation and Programming	General	\$ 100,000	\$ 100,000	\$ 100,000		
Taste Bakery - City Employee Café	General	\$ 200,000	\$ 200,000	\$ 200,000		
Super Bowl 2020	General	\$ 150,000		\$ 0		
Total		\$ 1,725,000	\$ 950,000	\$ 950,000	0	0

ATTACHMENT B
FY 2017/18 ENHANCEMENTS

Department	Fund	Requested Enhancement	Recommended Enhancement	Year 2 Impact	Total Positions	
					FT	PT
Transportation						
Transit Extension to Omni	Transportation/ Parking	\$ 2,134,000		\$ 2,134,000		
Living Wage Impact	Transportation/ Parking	\$ 12,000	\$ 12,000	\$ 0		
Living Wage Impact	Special Revenue	\$ 4,000	\$ 4,000	\$ 0		
Express Trolley Service	Transportation/ Parking	\$ 0		\$ 2,501,000		
Transit Corporate Discount Program	Transportation/ Parking	\$ 45,000		\$ 0		
Citywide Origin-Destination Survey	Transportation/ Parking	\$ 500,000		\$ 0		
Part-Time Community Outreach Coordinator	Transportation/ Parking	\$ 40,000		\$ 40,000		1
Total		\$ 2,735,000	\$ 16,000	\$ 4,675,000	0	1
Grand Total of Positions Recommended					9	4

Fund	Requested Enhancement	Proposed Enhancement
General Fund	\$ 5,052,000	\$ 1,718,000
Internal Service Impact (assumes 82% allocation)	\$ 730,000	\$ 18,000
	\$ 5,782,000	\$ 1,736,000
Internal Service	\$ 890,000	\$ 21,000
Resort Tax	\$ 4,712,000	\$ 762,000
RDA	\$ 352,000	\$ 136,000
Enterprise	\$ 1,156,000	\$ 164,000
Special Revenue	\$ 45,000	\$ 45,000
Transportation/ Parking	\$ 2,731,000	\$ 12,000